

Address by

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This address by Mr. McCone opened the second presentation to DDS supervisors of the Reorientation in Supervisory Responsibilities.

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MR. MC CONE

Ladies and gentlemen, I'm happy to be here this morning with you. I've encouraged the holding of these supervisory forums because I think that it is important that you men and women who are the supervisors of this Agency and who, indeed, are the very heart of the Agency and so responsible for its success, meet frequently with the senior staff people and from them learn all that it is possible to learn of the objectives and the policies of the organization--but more important, to impart to the senior staff your views and your guidance and your opinions and your suggestions as to actions which we might take to improve the efficiency and the effectiveness of the Central Intelligence Agency.

I would like to say this morning what I have said many times in this hall and also have said to others in government and to those in positions of highest authority, that I view my connection with the Central Intelligence Agency with the greatest personal pride because I have found here in the three years that I have been associated--almost three years--with CIA the most remarkable degree of dedication and of competence and of intellectualism that I have found in any department of the government, and it has been my privilege to be associated in the past with several, and for that matter in any private industry. I have observed first a very high standard of intellectual quality, an unusual background of academic training, and a continuity of service that exists nowhere else in government. This I believe is the reason why the Central Intelligence

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Agency and its product command the respect of all who are privileged to be exposed to your reports and to your studies.

Turning to the responsibility of a supervisor or a leader, I think you must first and foremost concern yourself with the problem of giving encouragement and inspiration to those who are subordinate to you. In my life I have seen many men and women who have faltered and at times failed under the direction of one supervisor, only to see them blossom out and go forward and to reach unprecedented heights of accomplishment under the encouragement of another supervisor. Why is this, I have often asked myself. It is because the individual would take the time, had the perception, and had the ability to draw out of that individual the innate capacity and ability that was there. This I think is a challenge that every man and woman who is placed in responsible charge of the work of others must concern himself with--the individual, the heart and the soul of the person who is working for him.

However, in doing this, you must not set aside the question of executing your primary responsibility and that is to make decisions and to make changes to improve your organization, its efficiency, and its effectiveness. All too often I find that we, exercising a very human instinct, are inclined to set aside decisions because of compassion, of friendship, of an employee's personal problems, and this all leads us to an unwillingness to act. I urge you to take this matter under serious consideration. I suggest that you not always follow my performance in this regard because I find that all too often I am influenced by these various human emotions which I ask you to set aside in the discharge of your responsibilities.

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However, from my years of experience in both public and private life I say that you have to gird yourself on this question in a willingness to set aside these compassionate and emotional instincts in the interest of executing your primary responsibility as supervisors and leaders of others.

The third point I would like to mention is the question of security. This is a problem we must always keep before us. We know, everyone in this room knows, that the Central Intelligence Agency is the primary object and target of the KGB and the GRU and the foreign intelligence services of a great many other countries. We have a most precise and efficient personnel system. I know this from experience. For in the past few months the personnel procedures of this organization and a great many others were brought under the spotlight of scrutiny in the examination of an outside committee. Central Intelligence Agency procedures proved better than any other. And this was rewarding to us--it's something in which I've taken a great deal of confidence and hope as have others in the organization. However, we must be always mindful of the fact that, irrespective of how carefully we screen and examine incoming new officers and employees, they are with time, everyone with time is subject to change and since we are targets we have to watch to see whether we can observe indications of change; and if there are indications which might lead one of you as responsible executives of this organization to suspicion that perhaps an employee has come under the influence of a foreign intelligence service, you

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must quickly and without reservation report the fact to those in responsible charge of this area of our Agency so that the facts can be developed, hopefully to prove that the suspicion is ill-founded, that all is in the interest of protecting the security of the Central Intelligence Agency and its very sensitive mission and for that matter the security of the United States.

Finally, the efficiency of your workers and the efficiency of your department must be foremost in your mind. You must lay out the tasks for your people, you must see that they are discharged efficiently, carefully, and above all that your organization works in close harmony with other divisions and departments who have similar and parallel responsibilities and whose work must be correlated to yours if the end product is going to be useful to our government and to the interested policy makers.

Recently I made a trip to Europe and there it was my responsibility to brief the heads of all of the major Western European states on several of the studies that have been made by the Central Intelligence Agency. They were studies on the military posture of the Soviet Union, the threat to the free world, the evolving economy in the Soviet Union, and finally the discord that was developing within the international communist movement. I found no disagreement throughout Europe with our findings in any of these areas; but what I found which was more important was a real appreciation for the work that is done here. No country in the Free World has an agency parallel to this. There is no

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place in the Free World where intelligence information is assembled and is available as it is in this Agency. This was deeply appreciated by the leaders of all states with whom I talked.

I felt, in view of this, in view of the recognition and the appreciation, that the criticism that sometimes appears in the press and more recently in one or two books is particularly unfair and I know it is biting to you as it is to me. But I assure you, as I talked to the representatives of the foreign friendly governments as well as the very senior people in the United States Government, including the President, that this criticism, biting as it is and difficult as it is to just confine yourself to no comment, has absolutely no eroding effect on the standing of the Central Intelligence Agency within the United States and for that matter in the Free World or on the recognition of the contribution that this Agency is making to the security of this country. Therefore I would set aside--I would urge you to do so and here again I would have to ask you to do what I am not always able to do but always try to do--set aside any real concern over these articles with the realization that their effectiveness is most limited, if there is any serious effect at all, and that the stature of the Central Intelligence Agency is indeed very good throughout the government.

Recently a Staff member of the President called up. He apparently felt that it might be advisable for the President to come down to visit the Central Intelligence Agency--President Johnson has never been here--and he suggested that an occasion might be developed so that

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the President could come here. He mentioned on the telephone that perhaps this would be a good thing for the morale of the Central Intelligence Agency and I think he had in the back of his mind that there might have been something of an erosion of morale due to some of these articles of which I'm speaking. I told the speaker that we'd be delighted to have the President come down, and indeed we'd be honored. If he was concerned about the morale of the Central Intelligence Agency and that was the reason for coming he'd better not come. On the other hand if there was anything wrong with the President's morale and he wanted a little lift we'd be very glad to have him.

Thank you very much.